

FILE Training 3-1

DD/S 72-3224

17 AUG 1972

MEMORANDUM FOR: Director of Training

Hugh:

Some time back a question was raised of the efficacy of looking to the Career Training Program as a prime source of Support Generalists. The Support Officers Advisory Group offered to look into this question in our behalf and outlined an approach for our consideration. This involved the review of records of Support CTs and non-CTs to compare performances, promotion rates, and resignation rates and to determine if there are any categories of assignments in which Support CTs have consistently not done well. The vice versa of this was not mentioned but it would seem to be an obvious additional positional item. We have had some reservations about this proposal since it seemed necessarily to require access to personnel records of peers and competitors on the part of the officers designated by SOAG to carry out the project.

We have further considered this matter and believe that the initial question remains a valid one and that SOAG could help in finding its answer. We agree that the designated SOAG representatives, [redacted] should have the opportunity to discuss the subject with [redacted] and others in the Program (as well as [redacted] and others in his Psychological Services Staff who have studied CTs) in order to determine how best to go at the problem and what data they would require to access in order to produce the required study. I would appreciate your setting up for them with [redacted] an initial discussion of the question involved. I will suggest that the SOAG representatives contact either your office or that of C/CTP as you prefer.

/s/ John W. Coffey

John W. Coffey  
Deputy Director  
for Support

cc: D/MS  
D/P  
A-CMO/DD/S  
Chrmn/SOAG

STAT

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RSW —

SOAG premise is that they cannot tell us if CTP is a vehicle for S generalists unless they confer with CTP staff and also have some ideas what CT's & ~~not~~ non-CT's have in fact done in career terms. They don't expect their team to have files made available

I think the basic SOA point is valid & would be willing for the 2 man team to go to ADTR & then him to C/CTP (or direct if ADTR prefers) to talk about the task & how it might be done.

Unless we want to cancel the question I think we should tell ADTR we'd appreciate his setting up first exploratory session.

JWC

Draft of Note to Mr. Cunningham

I have authorized the Support Officers' Advisory Group (SOAG) to conduct a comprehensive evaluation of the Career Trainee as a source of professional manpower for the Support Directorate. SOAG's research will require access to data on the CT Program. In the near future, [ ] will contact [ ] with the specific data requirements.

I would appreciate the Office of Training's cooperation in their effort.

17 April 1972

MEMORANDUM FOR: All SOAG Members

SUBJECT : Proposal for the Evaluation of Support CTs

1. During the Support Conference in October 1971 the statement was made that Support CTs had generally been unsuccessful in their assignments as support officers and that the Support Career Service would do well not to bring any more CTs directly into the Support Career Service. Another body of opinion believes that this is an erroneous generalization and that CTs have mostly performed well in their assignments. In previous SOAG discussions and during the SOAG open meeting, the suggestion was made that perhaps a study could be done which would attempt to evaluate how successful or unsuccessful the CT has been in the Support Career Service. This memo proposes some of the things which could be looked at in a study to determine whether or not it is worthwhile to bring CTs into the Career Service immediately after they have completed their training. It is suggested that some of the comparisons which might be drawn are as follows:

(a) Determine the general performance evaluation of all Support CTs for a given period (1965 through 1971) by reviewing their fitness reports during this period.

(b) Compare over-all performance of Support CTs with that of other support officers at the same grade level who did not go through the CT program.

(c) Look at the variety of assignments which Support CTs have performed to determine if there are areas where they may not have performed successfully.

(d) Compare the promotion rate of Support CTs as compared with non-Support CTs, e.g., have they progressed as rapidly as their peers, less rapidly, etc.

(e) Compare the Agency resignation rate of Support CTs with that of non-Support CTs and with the over-all resignation rate of professional employees within the Agency.

2. The above comparisons will enable one to draw conclusions as to the effectiveness of CT graduates in the Support Career Service and, hopefully, provide some guidance as to whether the CT program as a source of young professional officers is worthwhile or counter-productive. It is recommended that a sub-panel of two SOAG members be appointed to begin this study and report back to the full panel whether information of this kind is available in a central location (such as OTR). If so, advise whether a study can be conducted with a minimum amount of wheel-spinning.

3. If a study is made along the above lines, it need not be limited to the suggestions in paragraph 1 above; there may be other information available which would permit a more meaningful evaluation of the effectiveness of CTs in the Support Career Service.

[Redacted Signature]

Member, SOAG

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TRANSMITTAL SLIP

DATE

21 June 72

TO:

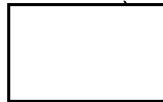
Mr. Coffey

ROOM NO.

BUILDING

REMARKS:

Another approach for your  
consideration.



RHW

FROM:

ROOM NO.

BUILDING

EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)



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DD/S 72-2356

MEMORANDUM FOR: Support Officers Advisory Group

SUBJECT : Evaluation of Support CTs

REFERENCE : Memo dtd 17 Apr 72 to All SOAG Members  
fm [ ] Member/SOAG, subj:  
Proposal for the Evaluation of Support CTs

AT

AT

1. [ ] paper finally bubbled to the top after the passage of too much time. Reviewing it now puts my recollection to the test, but I don't recall any major point being made at the conference of Support CTs being unsuccessful in their assignments, nor do I find anything in the record to suggest it. Points 3A and B did talk about the processes of bringing young talent into the Support Career Service and questioned whether the CT program is the best way to do it, but I don't draw any inferences that the CTs have been unsuccessful. Some individuals may feel they haven't advanced as rapidly as they should but, while I can understand and appreciate that, from the Directorate point of view I believe firmly that the overall input to the "S" Career Service has to be regarded as a definite plus.

2. If we have problems with Support CTs it would be my suspicion that they relate to a planned program we started a few years ago which was prohibited from working out by the sudden loss of ceiling and positions. Several CTs who were brought into the program for careers as "S" generalists had to elect one of the Support specialty career services because ceiling was no longer available to accommodate them as generalists. Most of them adjusted without bitterness, but the circumstances nevertheless may justify questioning whether the CT program continues to be the best source for direct input to the "S" Service. Rather than looking at the performance of the Support CTs it may be more rewarding to consider what sources the "S" Career Service should look to for future input.

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3. A couple of SOAG members have put together a thoughtful piece on the Support Officer of the 1980's which came in for some brief discussion at the Office Director's Conference last weekend. The comments offered suggest that we may need some elaboration of the concept of a "more proactive role" to avoid the tendency on the part of some of the audience to infer that you are suggesting the Support Officer should take over the operation of the Agency. Without going into a full critique of the "Profile for the Support Officer of 1980," it would be useful, I think, to elaborate or restate the assumptions. What does "to become more proactive" mean? What does "full parity" mean? With a better understanding of what you mean by those terms the rest of the paper may fall more readily into place. If we can get a better handle on the "Profile of 1980" we can probably do a better job of determining the kind of professional input we should be seeking.

John W. Coffey  
Deputy Director  
for Support

cc: Acting CMO-DD/S

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MEMORANDUM FOR: Support Officers Advisory Group

SUBJECT : Evaluation of Support (Generalists)  
Former Career Trainees

REFERENCE : Memo dtd 17 Apr 72 to All SOAG Members  
fm [redacted] Member/SOAG, subj:  
Proposal for the Evaluation of Support CTs

1. Your interest in the use of the Career Training Program as a source for young professionals for the Support (Generalist) Career Service has, in a sense, been superseded by events. My predecessor decided in late 1968 that the "S" Career Service should not accept CTs directly from the CTP, but rather, Support-oriented CTs should go first to the Career Service of a Support Directorate Office. I see wisdom in that decision and I agree with it. Therefore, the comparison you suggest is of academic interest only. Also, I am reluctant to perpetuate any notion that in the slightest tends to confirm the myth that "CTs are an elite group." And while, as you suggest, the opposite may be true in the "S" Career Service, I personally view each officer as an individual and not as a non-CT or former CT. Hence, I doubt that I could draw much of current use from the proposed study. Nevertheless, having previously agreed to the study, I plan to see it through providing the following guidelines are acceptable to SOAG.

2. I do not believe it appropriate for those having a vested interest in the group to have access to fitness reports and other sensitive personnel information for the purpose of this study. I suggest that I assign a career personnel officer to examine the files and to make the comparisons according to the guidance and instructions provided by SOAG. In this manner you can structure the study to produce the summary information you feel is relevant and I can satisfy my responsibility to protect privileged personnel information. I propose further that [redacted] Acting CMO-DD/S, be the coordinator and that SOAG guidance to the officer selected to do the study be funneled through George. Although the CTP office can provide some of the comparative statistics, it really is not the appropriate place to obtain the bulk of the information that will be required.

3. I will be pleased to discuss with you the procedures I have outlined above and the reservations I have about the study.

John W. Coffey  
Deputy Director  
for Support

cc: Acting CMO-DD/S